

JUSTIFICATION OF PROGRAM AND PERFORMANCE

Activity: Park Management
Subactivity: Park Support

Program Components	2000 Estimate	Uncontr/ Related Changes	Program Changes (+/-)	2001 Budget Request	Change From 2000 (+/-)
A. Management and Administration	226,281	+5,003	+3,946	235,230	+8,949
B. Park Support Programs	16,059	-129	+1,500	17,430	+1,371
C. Cooperative Programs	5,159	+4	+4,032	9,195	+4,036
Total Requirements \$(000)	247,499	+4,878	+9,478	261,855	+14,356

AUTHORIZATION

16 U.S.C. 1	The National Park Service Organic Act
16 U.S.C. 1241-1249	The National Trails Systems Act
16 U.S.C. 1271-1287	The Wild and Scenic Rivers Act, as amended
16 U.S.C. 18g-18j	Volunteers-In-The-Parks Act of 1969
16 U.S.C. 6	Appropriations Act of June 5, 1920 (41 Statute 917; Donations)
	The Federal Financial Management Improvement Act of 1996
Public Law 104-333	Omnibus Parks and Public Lands Management Act of 1996

OVERVIEW

The **Park Support** subactivity within Park Management is responsible for administering, managing, and supporting the operations of 379 park areas, 34 segments of the Wild and Scenic Rivers System, and 15 National Scenic and National Historic Trails Systems throughout the United States. Park Support also encompasses a number of internal administrative programs (personnel, finance, procurement, data processing, and communications) and services that provide necessary support functions, and cooperative programs that involve other Federal and non-Federal agencies, organizations, and individuals to enhance the development and amenities of the parks.

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APPLICABLE NATIONAL PARK SERVICE MISSION GOALS

- Ia Natural and cultural resources and associated values are protected, restored, and maintained in good condition and managed within their broader ecosystem and cultural context.
- Ib The National Park Service contributes to knowledge about natural and cultural resources and associated values; management decisions about resources and visitors are based on adequate scholarly and scientific information.
- Ila Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities.
- Ilb Park visitors and the general public understand and appreciate the preservation of parks and their resources for this and future generations.
- IIa Natural and cultural resources are conserved through formal partnership programs.
- IIb Through partnerships with other Federal, state, and local agencies and nonprofit organizations, a nationwide system of parks, open space, rivers, and trails provides educational, recreational, and conservation benefits for the American people.
- IIc Assisted through Federal funds and programs, the protection of recreational opportunities is achieved through formal mechanisms to ensure continued access for public recreation use.
- IVa The National Park Service uses current management practices, systems, and technologies to accomplish its mission.
- IVb The National Park Service increases its managerial capabilities through initiatives and support from other agencies, organizations, and individuals.

A. Management and Administration FY 2000 Estimated Program and Anticipated Accomplishments

Enacted: \$226,281,000

The National Park Service uses management and administrative funding in support of the operations of the 379 park areas and of other affiliated sites through onsite management, the Headquarters Office in Washington, D.C., seven Regional Offices, and two Service Centers. Also included in this funding are the day-to-day onsite direction and management of park units that are provided by the park superintendent and administrative staff who are responsible for the effective use of funds and personnel to accomplish the mission of the Service and the goals of that particular unit.

Management and Administration at Parks

The operation of the park system involves the responsibility for providing maintenance, resource stewardship, and visitor services in park areas. Onsite management overview and support functions are carried out by the park superintendent and an administrative staff which includes financial and budget administration; personnel recruitment, staffing, and employee relations; small purchases, formal contracting and property management; and other related activities. The type and size of a park's administrative staff are governed by the size, scope, and complexity of the park. For example, more personnel and procurement support is needed in larger parks to facilitate the numerous seasonal hires and to provide guidance and oversight, as well as to coordinate the activities between different park areas.

Funds are also provided in FY 2000 for Cache La Poudre River Corridor (\$255,000), Illinois and Michigan Canal National Heritage Corridor (\$155,000), John H. Chafee Blackstone River Valley National Heritage Corridor

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(\$276,000), Lower Mississippi Delta (\$241,000), Maine Acadian Culture Commission (\$72,000), New Jersey Coastal Heritage Trail Route (\$212,000), and Pinelands National Reserve (\$297,000) in the form of technical assistance to implement and support the development of preservation and interpretive programs, coordination of State and local park and recreation development, and cooperative agreements for the preservation of significant properties.

Headquarters and Field Area Management and Administration

The overall management and administration of the National Park Service requires effective executive managers in Washington and seven Regional Offices. These executives are responsible for overall management of the National Park System. They establish operating guidelines and objectives, coordinate with other public and private organizations, efficiently manage staff and funds, and ensure compliance with legislation, Departmental directives, and regulations affecting the operation of the National Park System.

The National Park Service is managed by a *Director* who is assisted by two *Deputy Directors*, five *Associate Directors*, and a number of *Policy and Program Office Managers*.

- *An Assistant Director, External Affairs*, manages the Office of Communications, Legislative and Congressional Affairs, and the Tourism functions. The National Park Service is an exceptionally visible public agency, and therefore requires an Office of Communications to manage the flow of information and the heavy demand for information about the Service and the 379 park units that comprise the System. The communications staff responds to more than one million information requests from the news media, the Congress, the public, and other Federal agencies. The Legislative and Congressional Affairs Office prepares and monitors the legislative program of the National Park Service, and provides liaison between NPS management and the Congress. The Office of Tourism maintains communication and relationships with travel and tourism industries in order to promote responsible and informed use of National Park System units.
- *The Equal Opportunity Office* oversees regulations on equal employment opportunity and stresses a policy of equal employment opportunity for all employees and applicants. The Service is committed to the prompt, fair, and impartial consideration and disposition of discrimination complaints and will ensure the eradication of any form of illegal discrimination in personnel policies, practices and working conditions of the NPS.
- *The Office of Policy* coordinates and oversees NPS policy functions and the Directives System, and provides Servicewide guidance on these issues. The office serves as staff support for the Directorate and the National Leadership Council, and provides policy issue analyses for the decision-making process. The office serves as support to the National Park System Advisory Board and provides oversight of all NPS boards and commissions subject to the Federal Advisory Committee Act.
- *The American Indian Liaison Office* provides direct advisory services to the Field and Departmental officials concerning NPS-Tribal Government situations that are controversial and are likely to involve precedents in the National Park Service. The office also provides training in the foundations of Indian law and policy to program managers and the NPS leadership and serves as the technical expert on the Indian Self-Determination Act.
- *The Strategic Planning Division* develops multi-year mission goals for the National Park Service and reports on annual agency performance to meet the requirements of the Government Performance and Results Act (GPRA) of 1993.
- The functions of the *Office of International Affairs* are detailed in the National Recreation and Preservation appropriation.

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Five Associate Directors, at the Headquarters Office, each having line authority in their program areas, assist the Director of the National Park Service in fulfilling these responsibilities.

The Associate Director, Park Operations and Education is responsible for overall park operations, including visitor service activities, employee and visitor health and safety, the concessions program, interpretive and education programs, fee program management, and Harpers Ferry Center operations and activities.

The Associate Director, Professional Services is responsible for development and planning programs of the Service, policy development, construction management, land acquisition, information and telecommunications management, and Denver Service Center operations and activities.

The Associate Director, Cultural Resource Stewardship and Partnerships is responsible for programs pertaining to the management of all cultural resources and historic preservation programs internal and external to the National Park System, as well as external technical assistance and oversight of grants programs related to recreational activities.

The Associate Director, Natural Resource Stewardship and Science is responsible for the social science program and for management and research of the irreplaceable natural resources which are entrusted to the care of the National Park Service.

The Associate Director, Administration is responsible for the administrative functions necessary to keep the Service operating. Staff under the Associate Director of Administration includes those in the Office of the Comptroller which performs functions including formulation, justification, and execution of the annual National Park Service budget and operation of the Park Service's centralized Accounting Operations Center which processes all payments and provides financial reports to meet both internal and external requirements. Another office is responsible for audit and accountability oversight. Separate offices develop and implement Servicewide contracting and property management policies and procedures. The Human Resources Office is responsible for implementation and execution of personnel management programs, procedures, and standards including position management, wage administration, position classification, staffing, recruitment, employee relations, and responding to Freedom of Information requests. Another office is responsible for employee development and training. There are offices for the Business and Economic Development Program and for special programs. Also funded within this Directorate are two Administrative Support Centers located in Washington, D.C., and Denver, Colorado.

Information Resource Management. A key component of any modern administrative or program function is Information Resource Management (IRM), primarily the use of automatic data processing, telecommunications, and library capabilities. As the new century progresses, these three capabilities are merging more fully into the World Wide Web or Internet. The NPS intends to become a leader in exploiting this convergence to benefit citizen customers and the resources the agency protects.

The information resources management function supports the Park Service with timely information resource management, telecommunications, and library service through the Information and Telecommunication Center (ITC) staff. This Headquarters Office, under the Associate Director, Professional Services, provides policy direction for this Servicewide function and is supplemented by additional staff in other WASO program offices, Regional Offices, and parks. The ITC is directly responsible for developing and maintaining methods and procedures for the technical aspects of the Servicewide acquisition of IRM related services and equipment. In FY 2000 the center was given additional central coordination responsibility for Geographic Information Systems (GIS) technology and park image management (satellite and aerial photography) with the intention of improving support to the significant new cultural and natural resource initiatives.

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The information management environment in the NPS is primarily based on an estimated 20,000 personal computers located throughout the National Park System. In over 300 locations these computers are interconnected on local area networks (LANs) and the Internet via the DOI wide area network, DOINET. The NPS also uses mainframe computers owned by other organizations. A Departmental office in Denver provides payroll and personnel system support and a U.S. Geological Survey mainframe in Reston, Virginia, delivers accounting system service. Funds for the computer time costs of the mainframe service are included in this document under the External Administrative Costs budget activity.

Using FY 1999 Y2K Emergency Appropriations, the NPS completed the Y2K remediation of park and management offices computer and telecommunications infrastructure by replacing all its older personal computers and LANs (some over 10 years old) and many park telephone systems. The Information and Telecommunication Center also managed the Y2K remediation of its massive inventory of embedded chip-related equipment. Special attention was given to health and safety related facilities such as the NPS wastewater and water treatment plants, medical equipment such as heart defibrillators and law enforcement support equipment such as 911 related dispatch systems.

In FY 2000, the primary information technology focus of the NPS will be on telecommunications service improvements, especially to the small parks, and completing the conversion of telecommunications service from FTS 2000 to the new FTS 2001 contract. The effective management telecommunications service will govern the ability to deliver the emerging Internet-based electronic services to both park and citizen customers in the first decade of the new millennium.

Public Use Statistics Program. The objective of the Public Use Statistics Program is to compile, analyze, store, and update information on the numbers and types of public use for units of the National Park System. Data is generated from information submitted to the program center in monthly public use reports from individual reporting sites. The Park Service publishes the information in the NPS *Annual Statistical Abstract* and the NPS *Quarterly Public Use Reports*. The reports are distributed to park managers as well as to external customers, such as the Department of Commerce and the U.S. Travel Data Center. The information is used to support NPS staff in carrying out the mission of the National Park Service by providing an accurate, scientific basis for planning, development, and management decisions. Park managers use this information to aid in making decisions regarding budgeting, forecasting future demand for services, planning for resource mitigation activities and marketing initiatives. This information is also available on the Internet at www2.nature.nps.gov/stats.

The goal of the program is to obtain and distribute accurate information and to verify and document the public use counting procedures in all reporting NPS units. Verification is accomplished by doing either a site visit in parks with complex set-ups or by doing an in-depth interview with site staff members. Public surveys are conducted to verify counting procedures. This is accomplished on a park-by-park basis and requires coordination with the park staff, OMB survey clearance, and the program center staff.

Goals for FY 2000 include ensuring that (1) 100 percent of the reporting parks' counting instructions are verified, (2) all Statistical Office databases are Y2K compliant, (3) the *Annual Statistical Abstract* is produced and distributed for calendar year 1999 visitation no later than March 1, 2000, and (4) on a quarterly basis, visitation information for calendar year 2000 is analyzed and distributed.

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FY 2001 BUDGET REQUEST

	2001 Budget Request	Program Changes (+/-)
▪ Management and Administration \$(000)	235,230	+3,946

The FY 2001 request for Management and Administration is \$235.230 million, which represents an increase of \$8.949 million over the FY 2000 enacted level. The FY 2001 proposed programmatic increase of \$3.946 million to Management and Administration activities includes:

	\$(000)
▪ Park Base Operations Increase	2,251
▪ Regional Office Park Support	1,195
▪ Expand ParkNet Website	500
Total	3,946

Justifications for these increases are included at the end of this subactivity’s presentation.

B. Park Support Programs *FY 2000 Estimated Program and Anticipated Accomplishments*

Enacted: \$16,059,000

The National Park Service operates several programs at the national level to meet Servicewide needs in training and development and social science. Other ***Park Support Programs*** include administering the National Trails System and Wild and Scenic Rivers and, at the regional level, relocation and other incidental personnel expenses.

Servicewide Employee Development Program

It is through park employees that the National Park Service achieves its mission. The success of the organization depends on effective and well-trained employees. In FY 2000, \$5,439,000 was provided for employee development. The Servicewide Training and Development Program provides for training, developmental, and educational experiences for all employees categorized within sixteen career fields: universal and essential (mission and orientation); administration and office management support; historic preservation skills and crafts; information management; interpretation, education, and cooperating associations; law enforcement and resource protection; maintenance; organizational development; planning, design and construction; recreation and conservation programs; cultural resources stewardship; natural resources stewardship; fire management, aviation, and all risk management (occupational health and safety); specialty fields (concessions, legislative affairs, public affairs, and land acquisition); supervision, management and leadership; and visitor use management.

In developing and delivering the training and development program, the Service operates four training centers: Horace M. Albright Training Center in Grand Canyon, Arizona; Stephen T. Mather Training Center in Harpers Ferry, West Virginia; Historic Preservation Training Center in Frederick, Maryland; and the Capital Training Center in Washington, D.C. In addition, the Service, provides staff and shares costs for the Federal Law Enforcement Training Center (FLETC) in Glynco, Georgia, and maintains a small Washington Office Training

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and Development staff. In addition, \$500,000 goes to the U.S. Fish and Wildlife Service for NPS program support and coordination at the National Conservation Training Center in Shepherdstown, West Virginia.

Essential competencies have been developed for over ninety percent of the employees of the Park Service. Competencies are those capabilities that an employee must have to be successful in a particular job. The Service is now conducting needs assessments and surveys of employees and their supervisors to determine which competencies in each career field need support through training and development programs. The information gathered from the needs assessments will ensure that scarce training and development resources are devoted to the highest and most pressing developmental needs of the NPS. In FY 2000, training opportunities will be offered in orientation, administrative skills, maintenance skills, natural and cultural resources management, historic preservation, interpretation, and many other areas.

NATIONAL PARK SERVICE FY 2000 Training and Development Program	
CAREER FIELD/COMPETENCIES	TRAINING UNITS*
Universal and Essential (Mission and Orientation)	3,500
Administration and Office Management Support	5,590
Historic Preservation Skills and Crafts	4,830
Information Management	2,400
Interpretation, Education, and Cooperating Associations	4,460
Law Enforcement and Resource Protection	12,280
Maintenance	1,950
Organizational Development	1,600
Planning, Design, and Construction	2,400
Recreation and Conservation	740
Resource Stewardship: Cultural Resources	895
Resource Stewardship: Natural Resources	695
Risk Management (Occupational Health and Safety)	940
Specialty Fields (Concessions, Land Acquisition, Legislative Affairs and Public Affairs)	5,500
Supervision, Management, and Leadership	1,530
Visitor Use Management	2,280
TOTAL:	51,590

* Estimated – One training unit equals employee participation in a training event of up to eight hours.

Distance Learning: The NPS continued the development and use of alternative delivery systems for training in an effort to reach more employees in a timely manner and in a cost-effective way. Internet-based courses on Orientation to the NPS; Diversity in the Workplace; and Use of the Bank of America SmartPay Card are planned for FY 2000.

Partnerships: The NPS will continue to work with other bureaus and agencies to produce, coordinate, and deliver training in a number of subject areas including supervision, administration, and facility maintenance.

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Servicewide Employee Development Workload Factors	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
Needs assessments completed	2	3	3
Career fields surveyed	5	3	3
Career fields remaining to be surveyed	8	5	2
Percent of needs assessments completed	50%	70%	88%

Servicewide Intake Trainee Program

The Servicewide Intake Trainee Program offers an intensive two-year career development program designed for entry-level individuals with high leadership potential. Intake positions are chosen based upon the succession planning needs of the Service for a variety of targeted career fields. Participant selections are made through an extensive screening process that involves the Washington Office, all Regional Offices, and field representatives. Incumbents start at the GS/WG-5 grade level and normally graduate as GS/WG-9s. The intakes are assigned to host parks or offices during the initial developmental period and then placed toward the end of their training at a final duty station based upon the needs of the Service and skills of the incumbent. The goals for the program are to:

- Enable the National Park Service to systematically meet future skill needs
- Provide a greater opportunity for career development
- Enhance the professionalization of employees
- Improve the Service's workforce diversity

In FY 2000 the NPS will graduate the intake trainees started in FY 1998 and continue a second intake trainee class that started during the summer of 1999. Program staff will also facilitate the recruitment and staffing of another group of trainees beginning in October, 2000. Over a third of all NPS units will have intake trainees or graduates by the beginning of FY 2001.

Trainee developmental activities include formal training sessions, distance learning opportunities, detail assignments, and numerous special projects. Examples of graduation projects include an equestrian study for a concessioner at Shenandoah National Park, initiation of a Servicewide Junior Ranger Website, and an Internet guide valuable to all NPS personnel. The intake program will sponsor over 1,700 universal competency training units (one training unit equals one trainee attending one day of training) in FY 2000 and in excess of 3,200 career field units directly related to the trainee's occupation, i.e., law enforcement, natural resources protection, visitor use management, financial management, etc. Resources are also leveraged to foster improved performance for intake trainee supervisors and others.

The Intake Trainee Program supports the achievement of the Service's long-term goal of strengthening organizational effectiveness through the enhancement of employee competencies. The performance goal for FY 2001 is associated with increasing the percentage of essential competencies attained by graduates. Selection of highly qualified candidates also directly supports long-term goal IVa4; Workforce Diversity. The program's combination of appropriate selection criteria and development tactics improves the National Park Service workforce for the 21st Century. The amount allocated for this program in FY 2000 is \$859,000. The GPRA goal for FY 2000 is for graduates to achieve 90 percent of their targeted universal and career essential competencies.

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Servicewide Intake Trainee Program Workload Factors	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
Percent of targeted universal and career essential competencies achieved by Intake Program graduates.	85%	90%	93%

Incidental Personnel Costs

These funds cover employee transfer costs, lump sum leave, and severance pay and all are paid from Regional accounts. Employee transfer costs are on an upward trend due primarily to the relocation assistance program. Each Regional Office budgets a specific amount for employee transfer costs which may vary immensely depending upon the relocation circumstances of the employee. Benefiting organization or other accounts are often used for these costs when Regionwide funds are fully expended. Employees who leave Federal service are entitled to lump sum payments for the amount of annual leave that has been earned but not used. Some employees are entitled to severance pay if they are involuntarily removed from Federal service under certain conditions. The amount allocated for this program in FY 2000 is approximately \$7.0 million.

Social Science Program

Understanding the relationship between people and parks is critical for protecting resources and providing for public enjoyment. The Social Science Program seeks to predict how visitors and local residents will be affected by and respond to proposed park management actions; understand economic interactions between parks and nearby communities; develop methods and techniques to improve management of visitor use; and support improved NPS management. Funding in FY 2000 is at \$840,000. The program is the primary source of data to measure GPRA goals related to visitor enjoyment and visitor understanding, which are Servicewide goals. The Social Science Program also provides research and technical assistance to park and program managers. The performance goals of the NPS Social Science Program are to:

- Provide social science information for park management decisions.
- Develop and administer a competitive research project process to fund the highest priority social science projects.
- Establish and maintain an urban-focused research program in cooperation with a Historically Black College or University.

To meet these goals, the Social Science Program carries out a series of critical initiatives. The program provides a social science information clearinghouse for scientists, managers and the public on the NPS website <http://www.nps.gov/socialscience>. Projects initiated in FY 1999 and completed in FY 2000 include a national poll of the American public about the NPS that focused on public response to the Recreational Fee Demonstration Program, research on the impact of fees on backcountry use, and an improved money generation model to assist NPS managers and local communities. FY 2000 projects include competitively awarded research to help improve employee safety in the NPS, refining techniques that managers need to measure and manage recreational carrying capacity, and continued research on visitor use in national parks. The NPS also published three additional social science research reviews on carrying capacity, employee safety, and the role of public participation in NPS management.

In FY 1998, the Social Science Program initiated a long-term cooperative relationship with Southern University at Baton Rouge, Louisiana, to establish the NPS Urban Recreation Research Center. The center conducts social science research on recreation demand and impacts on urban units of the National Park System; cultural diversity of visitors, employees and local communities; needs of special populations; and visitor use management in high

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density parks. In FY 1999, the center completed a comprehensive assessment of research needs in urban parks. In FY 2000, research projects that respond to those needs are being conducted, including the relationship of NPS units to urban communities, visitor safety in urban park units, and improving visitor services in urban parks.

The NPS has actively measured visitor satisfaction since 1988 through its Visitor Services Project (VSP), which is an ongoing research project and research team housed at the University of Idaho Cooperative Park Studies Unit. The VSP includes two main survey tools which provide the NPS with valuable visitor feedback including in-depth visitor studies and a customer satisfaction card.

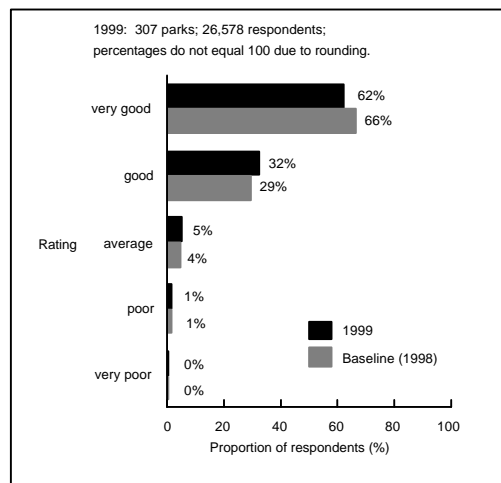
Since 1988, the Visitor Services Project has conducted in-depth visitor studies in over 85 units of the National Park System. Through these studies, park managers obtain accurate information about visitors -- who they are, what they do, their needs and opinions. Managers have used this information from in-depth studies to improve visitor services, protect resources and manage parks more efficiently. In FY 1999, the VSP worked on seventeen studies, nine of which were completed in FY 2000. The remainder will be completed in FY 2001. Additional studies will be initiated in FY 2001. In-depth visitor studies enable parks and Regional Offices to assess and achieve many GPRA goals.

In FY 1998, the Social Science Program implemented a mail-back customer satisfaction card similar to surveys successfully used by major United States corporations. The survey is used annually by NPS units to systematically measure and report performance related to GPRA goals IIa1 (Visitor Satisfaction) and IIb1 (Visitor Understanding and Appreciation). The customer satisfaction card also enables parks, clusters, regions, and national program offices to measure their progress toward meeting annual and long-term GPRA goals.

In FY 2000, the NPS published its sixth annual customer service report, entitled *Serving the Visitor 1999*. The report includes customer service data from VSP in-depth studies and customer satisfaction card surveys. By monitoring visitor satisfaction through different types of visitor studies, and using the information to improve all aspects of park operations, the NPS can continue to protect resources and provide high quality customer service. *Serving the Visitor 2000* will be completed in FY 2001.

Included in *Serving the Visitor 1999* are the FY 1999 customer satisfaction card national results. The customer satisfaction card includes an overall quality question used as the primary measure of visitor satisfaction. This question asked visitors to rate the "overall quality of facilities, services and recreational opportunities." A visitor is "satisfied" if their response to this overall quality question was either "very good" or "good."

In 1999, the NPS overall quality rating was based on 26,578 of 110,571 respondents in 307 parks (see figure); 94 percent of the park visitors surveyed are "satisfied" with the overall quality of facilities, services and recreational opportunities, similar to the baseline (1998) rating of 95 percent. The proportion of visitors rating services as "poor" remained at one percent in 1999.



National Trails System

There are 20 scenic and historic trails that form the National Trails System, totaling over 37,000 miles in length in 45 States. The NPS administers fifteen of these trails. At the field level, partnership and operational activities involve conducting and maintaining resource inventories, interagency planning and coordination, site and segment

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certification, technical assistance, volunteer support, and interpretive services. Individual trails have base budgets and staff stationed at Regional Offices.

The National Center for Recreation and Conservation (NCRC) provides program-wide leadership in developing the National Trails System through services which help the entire System. The center conducts activities such as interagency coordination, partnership training, technical manuals, and systemwide research and communications, networking, mapping, and reporting. Interagency coordination with the USDA Forest Service and the Bureau of Land Management is an essential part of these efforts, since many of the trails are located on lands administered by these agencies. Program leadership has proven invaluable in addressing problems which involve many States and partners, and in repairing faltering partnerships; program staff work closely with related trail and park programs where there are mutual interests.

The National Center for Recreation and Conservation provides a number of means by which all long-distance trail partners communicate with one another including the quarterly *Pathways Across America*, biennial national conferences, and annual gatherings of Federal trail administrators. The staff plays a key role in convening the Federal Interagency Council on Trails in Washington, D.C., to foster ongoing communication amongst all the Federal agencies involved in these trails. The center oversees the periodic release of the *National Trails System Map and Guide* to inform of the public of the components of the entire National Trails System.

National program leadership assists field staff to address many NPS GPRA goals, including resource protection, visitor satisfaction, stronger partnerships, and effective administration.

Wild and Scenic River Coordination

The National Park Service currently administers 34 segments and more than 2,600 miles of the Wild and Scenic Rivers System. Most of these are managed as units of the National Park System. Sixteen rivers are administered by States, including the New River (North Carolina) and Westfield River (Massachusetts), which are not units of the National Park System. The Service has management responsibility for five designated "Partnership" Rivers in the northeast: the Farmington (Connecticut), Great Egg Harbor (New Jersey), Maurice and tributaries (New Jersey), Lamprey (New Hampshire), and the recently designated Sudbury, Assabet, and Concord Rivers (Massachusetts). These designations are based on a local-State-Federal partnership approach and entail no Service land ownership. For each of these five rivers, the Service bears the primary responsibility to ensure that resource protection and partnership goals are met.

NPS staff help coordinate the local-State-Federal river management partnerships providing assistance to local river councils, reviewing activities for compliance with section 7 of the act, offering technical assistance as requested, and making available limited financial assistance. Funding of \$300,000 allows the Service to meet its responsibilities under the Wild and Scenic Rivers Act for four of the five partnership rivers. Funds in the amount of \$200,000, provided in FY 2000 for the fifth partnership river, the Lamprey Wild and Scenic River, will be used to support partnership obligations related to the protection of lands along the Lamprey River, including personnel costs, appraisal fees, survey fees, and other similar costs associated with conservation of lands. Funding and program support provided in FY 2000 for Lamprey River will be transferred to the Statutory Aid activity within the National Recreation and Preservation appropriation in FY 2001.

This limited amount of assistance enabled a number of important projects in the past year. These projects contributed to both long-term protection of the resources for which each river was designated and the understanding of the historical, cultural and natural significance of the corridors by visitors. On the Maurice River, the NPS joined forces with multiple partners to improve access for educators, students, researchers, and wildlife enthusiasts to the privately owned Peek Preserve. An archaeological study of a 259-acre peninsula on the Great Egg River identified many significant resources and is now being considered as a public access wildlife refuge. Key conservation easements near Lee, New Hampshire now protect two miles of shoreline and 174 acres of

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riverfront land, the town's largest undeveloped wetland complex, and one of the most important wildlife habitat areas along the Lamprey.

Performance Goals

Long-term Goal IIIb2	By September 30, 2005, 85% of communities served are satisfied with NPS partnership assistance in providing recreational and conservation benefits on lands and waters.
Annual Goal IIIb2	By September 30, 2001, 79% of communities served are satisfied with NPS partnership assistance in providing recreational and conservation benefits on lands and waters.

Wild and Scenic Rivers Coordination Performance Information	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
Percentage of communities served satisfied with assistance.	100%	>77%	>79%

FY 2001 BUDGET REQUEST

	2001 Budget Request	Program Changes (+/-)
▪ Park Support Programs (\$000)	17,430	+1,500
The FY 2001 request for Park Support Programs is \$17.430 million, which represents a net increase of \$1.371 million over the FY 2000 enacted level. The FY 2001 proposed programmatic increase of \$1.5 million to Park Support Programs includes:		
	<u>\$(000)</u>	
▪ Establish Servicewide Mid-Level Manager Intake Training Program	1,000	
▪ Provide Mid-Level Manager Training	<u>500</u>	
Total	1,500	
Justifications for these increases are included at the end of this subactivity's presentation.		

C. Cooperative Programs

FY 2000 Estimated Program and Anticipated Accomplishments

Enacted: \$5,159,000

The National Park Service operates several programs which provide formal support to organizations, which in turn cooperate with the Service in the accomplishment of its mission. Funds expended on these cooperative programs act as seed money and are generally repaid many times over in in-kind services. Without the support provided by these individuals and groups it would be more difficult for the National Park Service to accomplish many of its resource management and visitor services programs.

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Student Conservation Association

Founded in 1957, the Student Conservation Association (SCA) is a private, nonprofit, educational organization that provides high school and college students and other persons who are out of school with the opportunity to volunteer their services for the better management and conservation of our Nation's parks, public lands and natural resources.

The objective of the program is to recruit and place high school and college-age student volunteers in National Park Service areas. The students undertake conservation projects or assist park staffs in a variety of resources management, visitor services, and maintenance work. The National Park Service has maintained a strong partnership program with SCA for over 40 years and participate in such youth programs as described below to accomplish many worthwhile projects that would not have otherwise been completed.

The Resource Assistant Program. A program designed for college-age or older participants who work individually in a professional capacity, completing a variety of resource management duties as an equal member of a resource staff over 12- to 16-week periods.

The High School Program. This program offers volunteers ages 16 to 18 opportunities to work for a month or more in an outdoor setting while living in a backcountry camp and working on conservation projects.

The Conservation Career Development Fellow Corps. A program designed to attract and prepare minority and female high school and college students for career opportunities in the National Park Service. This program is designed to increase the diversity of employees in the National Park Service to reflect fully the composition of the total population.

Conservation Associates. College-age or older volunteers who serve in six to twelve month positions similar to Resource Assistants/Fellows. Most participants have completed their undergraduate education, some have graduate degrees and many are alumni of other Student Conservation Association programs.

More than 1,000 students are placed in the parks each year through this program, with the value of the work performed exceeding \$2.0 million annually. This program is funded at \$811,000 in FY 2000.

SCA and the National Association of Service and Conservation Corps (NASCC) are the primary partners in the two-year-old Public Lands Corps program. The NASCC is a national umbrella organization for local youth corps that provides training, advocacy, and public relations services for youth corps organizations. Youth corps programs engage young people, generally 16 through 25 years old, in paid, productive, full-time work which benefits both the person and the projects they work on. The Public Land Corps program provides participants an opportunity to work in a national park unit through partnership with a nonprofit youth organization. Recruitment efforts, under the entity of NASCC, have enabled more than 800 youths to work in national park units. Parks provide national service opportunities that will enhance participants personal development and benefit the National Park Service in projects such as conservation work, resource management, and maintenance work. In order for the parks to qualify for this program, target projects must be on their backlogged maintenance list and work proposed must be able to be done with a nonprofit youth organization.

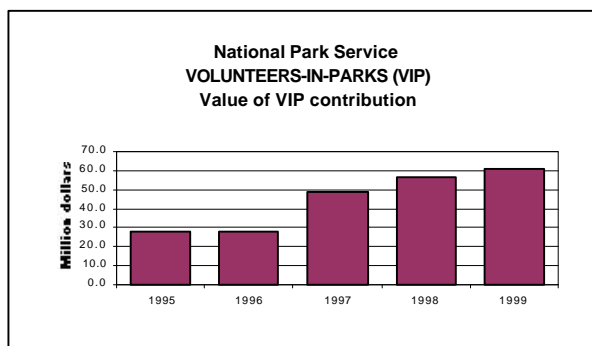
Volunteers-In-Parks (VIP) Program

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The NPS Volunteers-in-Parks (VIP) Program is authorized by the Volunteers-In-The-Parks Act of 1969. The purpose of the program is to provide a means through which the NPS can accept and use voluntary help from interested citizens and international visitors in such a way that it is mutually beneficial to the NPS and the volunteer. Volunteers may be recruited without regard to Office of Personnel Management regulations, are provided coverage for tort liability and work-injury compensation, and can be reimbursed for out-of-pocket expenses while participating in the program. Authorizing legislation prohibits the displacement of permanent and seasonal employees. Most volunteers work in the parks.

The VIP program continues to be a major force in accomplishing the NPS mission. Since 1990, the numbers of volunteers has increased an average of 5 percent per year. On average, each volunteer contributes 37 hours per year towards accomplishing the agency's mission. In FY 2000, \$1,519,000 was provided for the management of 320 individual volunteer programs throughout the system.

- In FY 1999, 115,300 volunteers contributed over 4.2 million hours of service, a three percent growth in the program over FY 1998. Volunteer work contributions to the NPS during FY 1999 were equivalent to 2028 FTE.
- Based on a nationally accepted private sector value figure of \$14.30 per volunteer hour, the NPS realized a \$60.5 million return on its investment.



The estimated value of VIP efforts doubled from FY 1996 to FY 1999.

The national office is focusing on refining all 320 individual programs throughout the Service. Goals for the volunteer program are to provide clear and reasonable policy guidance to program managers in the field, to establish a national VIP training program that ensures that all volunteer program managers and volunteers receive excellent training, and to raise the standards for acceptance while improving the agency's ability to recruit volunteers from all sectors of American society.

Performance Goals

Long-term Goal IVb1	By September 30, 2005 increase by 44.7% the number of volunteer hours (from 3.8 million in 1997 to 5.5 million hours).
Annual Goal IVb1	By September 30, 2001, increase by 21.1% the number of volunteer hours (from 3.8 million in 1997 to 4.6 million hours).

Volunteers-in-Parks Performance Information	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
Number of park volunteers	115,300	120,000	120,000
Number of volunteer hours	4,233,178	4,400,000	4,600,000
Percent increase (over 1997) in volunteer hours	11%	16%	21%
Value of work (in millions of dollars)	\$60 million	\$65 million	\$70 million

Partners for Parks

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The Partners for Parks Program provides Servicewide program coordination and training to help parks initiate and maintain effective and meaningful partnerships with public, private, and nonprofit entities. Throughout its history, the NPS has enjoyed the support of individuals and organizations that share a commitment to the mission given the agency by the American public. Often, this private support has been serendipitous; the result of a park being sought out by someone wishing to help. The Partners for Parks program allows the NPS to take a more active role in engaging the owners of these special places -- the American public -- in their preservation by *creating* partnership opportunities.

Partnership opportunities have steadily increased in large measure to the dedication and vision of individual NPS employees and the outstanding partners that have joined with them to create creative and successful relationships. Currently, the NPS has relationships with more than 60 cooperating associations, more than 150 friends groups, thousands of community-based groups, and tens of thousands of volunteers. Partnership examples include:

- Acadia National Park and the Friends of Acadia added a new chapter to their relationship by creating a \$13 million program that matches funding from the fee demonstration program with private donations to restore all footpaths in the park and provide for their perpetual care through an endowment.
- Through the National Park Foundation, a \$5 million donation from General Electric was made to preserve buildings housing irreplaceable collections at Edison National Historic Site.
- At Congaree Swamp National Monument a creative partnership was developed that satisfied both National Guard training needs and addressed park infrastructure enhancements.
- MBA students at the University of Denver Daniels College of Business donated 14,328 hours to create business plans and other templates for parks in the Intermountain Region.

The Partners for Parks program builds on these successes, showcases best practices, and develops the training and tools needed for all employees to understand the value of working in partnership to achieve common goals.

In FY 2000, a new program coordinator will be responsible for surveying needs and leading the development of specific training, tools, and technical assistance programs that will provide smart growth of the program over the long-term. Funding will also be dedicated to creating methods to measure success, evaluate progress, develop communications networks, share best practices, and recognize those that are providing outstanding leadership in partnerships. Funding in FY 2000 is \$838,000.

Challenge Cost-Share Program (CCSP)

The Challenge Cost-Share Program, begun in FY 1993, increases the participation of neighboring communities and qualified partners in preserving and improving the cultural, natural and recreational resources for which the Service is responsible. Through "small dollar" partnership projects (a maximum of \$30,000 CCSP share is recommended), with a required match of non-Federal cash or in-kind contribution, mutually beneficial projects are cooperatively carried out. The Challenge Cost-Share Program extends to all of the Service's missions and programs, inside and outside parks.

For FY 2000, \$1.991 million was provided for the program. Of this amount, one third, by congressional direction, is earmarked for national trails system projects, including a small amount for projects supporting the Appalachian Trail. The remainder went to NPS Regional Offices for projects competitively selected by them and to projects of "national character" selected by the Director.

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The FY 2000 appropriation includes an increase of \$149,000. The increase will be applied to competitively selected diversity projects. Examples of these projects are a workshop, or specific programs or projects that focus on, and result in, the increased identification, documentation, preservation, or interpretation of historic properties associated with diverse groups; or projects that focus on, and result in, increased employment of minorities in the professional categories that contribute to cultural resources, natural resources, and recreation work.

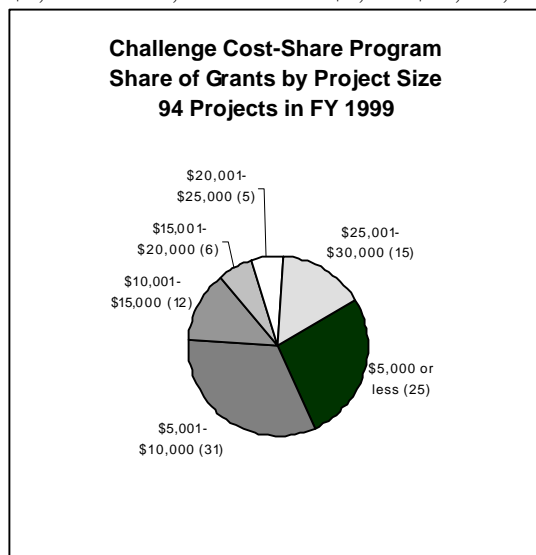
The scope of CCSP projects covers a broad range. Examples of national trails projects include major trail segment reconstruction, stabilization, protection, and rehabilitation; trail signage; outreach programs (including a web-based educational site for bi-lingual, interactive study of Spanish exploration), and an “electronic field trip” to a park via the Internet; and trailhead projects. Other projects involved habitat and resource studies, inventories, management and monitoring; ethnographic research; interpretive exhibits, brochures; vegetation, landscape, and site restoration; protecting several national historic landmarks and other historic resources; site stabilization, restoration; interpretive sign placements; and general “cleanups.”

Partners include Federal, State, county, and municipal government agencies; researchers; museums; local affiliates of national conservation groups; park, cave, trails, or resource-related nonprofit foundations, associations, and “friends” groups; and owners of nationally significant historic properties.

Challenge Cost-Share Program Performance information	FY 1999 Actual	FY 2000 Estimate	FY 2001 Estimate
Number of projects (total)	145	160	160
Matching share leveraged	\$4.8 million	\$5 million	\$5 million
Number of national trails projects	51	51	51
Number of park units supported	63	77	77
Number of projects outside park units	31	32	32
Number of diversity projects supported	1	8	10

Of the 94 non-trails projects funded in FY 1999, 25 received \$5,000 or less; 31 received \$5,001-\$10,000; 12 received \$10,001-\$15,000; five received \$15,001 to \$20,000; five received \$20,001 to \$25,000; and fifteen received \$25,001 to \$30,000 or more. These projects continue to attract significant non-Federal funding. In addition to the \$4,753,000 of “countable” matching share, Regions identified an additional \$935,000 of Federal or Federal-source funds supporting these 145 projects.

The steadily increasing number of projects outside park units (from 15 in FY 1996 when the program was extended to all of NPS mission activities to 94 on 1999) is attributable to the popularity of the partnership concept. The number of trail projects has declined primarily because larger dollar projects are found to have more of an impact. However, the focus on “small dollar” projects continues, with 14 of 51 trail projects and 56 of 94 other projects funded at \$10,000 or less.



More than half of grants awarded by CCSP are “small dollar” awards.

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FY 2001 BUDGET REQUEST

	2001 Budget Request	Program Changes (+/-)												
▪ Cooperative Programs (\$000)	9,195	+4,032												
<p>The FY 2001 request for Cooperative Programs is \$9.195 million, which represents an increase of \$4.036 million over the FY 2000 enacted level. The FY 2001 proposed programmatic increase of \$4.032 million to Cooperative Programs includes:</p> <table><tr><td></td><td>\$(000)</td></tr><tr><td>▪ Expand the Servicewide Volunteer-in-Parks Program</td><td>1,000</td></tr><tr><td>▪ Improve Management of Partnerships and Business Practices</td><td>400</td></tr><tr><td>▪ Establish Native American Program Administration and Oversight</td><td>290</td></tr><tr><td>▪ Expand Challenge Cost-Share Program</td><td>2,342</td></tr><tr><td>Total</td><td>4,032</td></tr></table>				\$(000)	▪ Expand the Servicewide Volunteer-in-Parks Program	1,000	▪ Improve Management of Partnerships and Business Practices	400	▪ Establish Native American Program Administration and Oversight	290	▪ Expand Challenge Cost-Share Program	2,342	Total	4,032
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▪ Expand the Servicewide Volunteer-in-Parks Program	1,000													
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▪ Establish Native American Program Administration and Oversight	290													
▪ Expand Challenge Cost-Share Program	2,342													
Total	4,032													
<p>Justifications for these increases are included at the end of this subactivity's presentation.</p>														

JUSTIFICATION OF FY 2001 BUDGET REQUEST FOR PARK SUPPORT

	2001 Budget Request	Program Changes (+/-)
Park Support \$(000)	261,855	+9,478

The FY 2001 request for Park Support is \$261.855 million and 3,405 FTE, which represents a net increase of \$14.356 million and 63 FTE above the FY 2000 enacted level. The net programmatic increase of \$9.478 million for the Park Support subactivity is justified by the proposed changes that follow:

▪ **Park Base Operations Increase (+\$2,251,000; + 42 FTE):** The NPS is proposing an increase of \$24.050 million and 300 FTE for parks in FY 2001 to address a number of specific operating needs at NPS units. As part of the NPS annual budget review process, park managers have identified and prioritized a wide range of unfunded operational needs. This funding proposal represents the highest priority core operational needs identified by park managers, as well as a number of special Servicewide initiatives developed over the course of the budget process to meet the goals and objectives articulated by NPS and Departmental management. This funding would enable parks to increase operating hours at visitor centers, increase the offerings of tours and programs, fill key professional

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positions, continue educational partnerships with schools and outreach organizations, address increasing threats to security and safety and ensure the long-term health of park resources. This proposal is comprised of 97 increases for 71 park units, three national historic trails, two foundations that support park operations, 2002 Winter Olympics support, and the United States Park Police.

Four themes covering the spectrum of core park operations were determined as areas of emphasis and are addressed by this collection of park base increases. To allow the NPS to **Take Care of New Responsibilities**, \$8,608,000 is requested; the proposal will **Provide for the Visitor Experience** with an additional \$4,106,000 requested; a total of \$6,819,000 is identified to **Address Threats to Resources**; and \$4,517,000 would **Correct Health and Safety Deficiencies**.

The specific increases contained in this proposal cut across functional categories as described by the NPS budget structure. Of the total amount of \$24,050,000 requested, \$2,251,000 and 42 FTE is estimated as the amount to be applied to the Park Support budget subactivity. For a more comprehensive examination of the park increases contained within this proposal (as well as the park increases requested as part of the Natural Resource Challenge and the Vanishing Treasures Initiative), please refer to the Analysis of Park Base Increases in the Summaries section of this budget document.

▪ **Regional Office Park Support (+\$1,195,000; +14 FTE):** The National Park Service is proposing an increase of \$2,107,000 and 27 FTE in FY 2001 for Regional Office bases to provide direct support to parks. This increase would provide \$1,636,000 for enhanced information management capabilities and \$471,000 to provide direct professional and technical support to park units in the area of concessions management. An increased workload resulting from new legislation, the addition of new park and heritage areas, and new initiatives, and a change in the capabilities most needed in today's work environment have severely compromised the ability of Regional Offices to provide needed support. The seven Regional Offices provide support to the park units under their authority in all activities.

Amounts requested by region are as follows:

Alaska Region	\$160,000	2 FTE
Intermountain Region	495,000	7 FTE
Midwest Region	290,000	4 FTE
National Capital Region	313,000	4 FTE
Northeast Region	233,000	2 FTE
Pacific West Region	320,000	4 FTE
Southeast Region	296,000	3 FTE

Information Management Support - This funding would allow the NPS to implement new information management mandates effectively by providing central computer, Geographic Information System (GIS), and other information support for parks at each of the seven Regional Offices. The Service is increasingly reliant on information management to perform its mission. Rapid changes in technology provide the means to gather, analyze and disseminate information more effectively to respond to inquiries and facilitate decision-making. In fact, the majority of NPS work is accomplished through data communications networks and the NPS Intranet. The NPS is also required to provide increased amounts of information to the public through the Internet. In addition, many new mandatory information driven requirements have been added to the NPS workload, including most recently the GPRA-related Performance Management Data System, Facility Management Software System and Interior Department Electronic Acquisition System. On average, each park is required to use over thirty in-house computer programs and numerous commercial software packages. Many parks are too small to have a computer or GIS specialist. The demands on existing central staff far exceed current capabilities and grow as new systems/services

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are added. Parks are faced with a myriad of decisions on how to implement new systems. Without technical support, parks are unable to make efficient and effective decisions.

In order to take full advantage of technological improvements, to employ best practices in the conduct of day-to-day business, and to maintain currency in order to meet changing demands in the business environment, additional funding is needed to provide staff expertise, and evaluate hardware and commercial software service offerings for NPS applications. For example, the ability to acquire spatial data for use in park GIS mapping efforts and for making more informed resource and infrastructure decisions is critical to park management, but requires specialized expertise often best provided centrally.

This increase would complement Servicewide increases proposed for maintenance management, Web-based visitor information, data management specific to natural resources, as well as provide needed support of local and wide-area telecommunications networks. Each of the seven regional offices would receive a portion of the \$1,636,000 requested for information management support.

Professional Support - This funding would also allow the NPS to enhance professional services provided to park units through increases to the funding base of four of the seven Regional Offices. In the interest of efficiency, most park units are dependent to varying degrees upon support services from regional and support office specialists to accomplish their mission and GPRA goals. This portion of the increase would focus on the financial analysis of concession operations and implementation of new concessions legislation contained in the National Parks Omnibus Management Act of 1998 (Public Law 105-391), which established major new responsibilities for concessions management. New or expanded responsibilities mandated by the law include completion of commercial services planning; contracting; financial analysis, review and fee benefit package determinations; determination of lease hold surrender interest and tracking of that interest, service review, and tracking of operational activities; and administrative contracting for services and work (contracting with private consultants/contractors, indefinite quantities contracting, architect and engineering firm contracting, and appraisals). The Intermountain Region, for example, has 260 concessions contracts of which 173 will be expired at the end of 1999. Besides creating a sizable backlog of work, the legislation will require shorter terms for contracts, further straining existing staff. Additional training, assistance, and oversight will be necessary to ensure consistency and accountability at the park level.

The specific increases cut across functional categories as defined by the National Park Service budget structure. Of the total amount requested, \$1,195,000 and 14 FTE is estimated as the amount to be applied to the Park Support budget subactivity.

- ***Expand ParkNet Website (+\$500,000; +2 FTE):*** The National Park Service proposes an increase of \$500,000 and 2 FTE in FY 2001 to use the World Wide Web in combination with its state-of-the-art Geographic Information Systems and Library Science technology to expand its capability to collect and manage NPS information on the World Wide Web in ways that are useful to all NPS programs that currently use separate, uncoordinated systems to manage information about parks. The effort will promote compatible information systems and reduce procedures that inhibit cross-referencing of available information. This effort will complement and use data from current NPS programs. Particular data will be "owned" by relevant program areas, but will be organized in coordination with other programs. These new capabilities will reduce redundant data collection from parks, provide better management information that NPS needs to report to Congress, OMB, and the Department, in addition to providing better interpretive and educational information to the public.

- ***Establish Servicewide Mid-level Manager Intake Program (+\$1,000,000; +1 FTE):*** The National Park Service is proposing an increase of \$1.0 million in FY 2001 to create a mid-level manager intake training program. The proposed increase will enable the Service to improve its development programs for mid-level managers. The NPS has historically identified the need for management succession planning and development as a critical function to assure its missions. The NPS is committed to establishing a Mid-Level Intake Program for employees

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at the WG/GS-11 and 12 levels. This program would be responsive to Section 103 of the Management Act of 1998 that enables highly qualified candidates to move into superintendent positions. This mid-level program would prepare individuals to address complex management issues by increasing competencies in financial management and best business practices. An increase in base funding would provide a combination of common and individualized management development experiences for each participant as endorsed by the National Leadership Council as an alternative to implementing the more costly Management Succession Program. The target audience would be made up of ten NPS career candidates and ten interagency or private sector candidates.

▪ ***Provide Mid-Level Manager Training (+\$500,000):*** The National Park is proposing an increase of \$500,000 in FY 2001 to initiate a cooperative mid-level manager training program with its sister land management bureau, the Fish and Wildlife Service. At present, training is frequently conducted separately, even for activities where there is commonality between the two bureaus. Examples include specialized training and additional courses in management and supervision, ethics, regulatory requirements and some administrative functions. To maximize limited resources, the Service is proposing to begin a prototype management training program for mid-level managers in conjunction with the Fish and Wildlife Service. Training would be conducted at the National Conservation Training Center in Shepherdstown, West Virginia, which is managed and administered by the Fish and Wildlife Service. The cost-effective training would better prepare managers to address complex management issues by increasing competencies in financial management and best business practices. This proposal would provide a combination of common and individualized management development experiences for each participant.

▪ ***Expand the Servicewide Volunteer-in-Parks (VIP) Program (+\$1,000,000):*** The NPS is proposing an increase of \$1.0 million for the volunteer-in-parks program. Through this increased funding, park VIP coordinators will be able to increase the number of volunteers contributing work and ensure that all volunteers receive the necessary training to successfully contribute to the NPS mission. An increase at this level will add an estimated 10,000 new volunteers who will provide 500,000 hours of work valued at \$7,000,000. Funding will also be directed to parks participating in special events that generate the need for additional volunteers such as the Lewis and Clark commemoration and the 225th anniversary of the American Revolution. New funding will also allow additional promotion and utilization of the volunteer opportunity system, a centralized electronic listing of current volunteer opportunities throughout the National Park Service. In addition, the increase will make possible the completion and implementation of a new volunteer training curriculum that will improve the knowledge, skills, and abilities of volunteers and those responsible for managing NPS volunteer programs.

▪ ***Improve Management of Partnerships and Business Practices (+\$400,000; +3 FTE):*** The NPS is proposing to adjust its organizational structure and redirect existing resources to emphasize the importance of business-like activities in today's Government work environment. This increase would augment the proposed organization change with additional funding and the specialized staffing resources necessary to manage and oversee these activities. The proposal would create a new Senior Executive Service position, the Associate Director for Partnerships and Business Practices, which would be responsible for the broad areas of concessions management and partnerships and include such activities as concessions management, leasing with outside parties under new legislation, the financial aspects of partnerships, development and analysis of cooperative agreements with outside parties and liaison with the National Park Foundation. The commonality of these programs lies in the NPS desire to conduct interactions with outside parties, where monies are returned to the NPS, in a more professional and business-like manner in order to realize the greatest possible return to the Government.

The shift of functions would allow consolidation of existing positions under the new Associate Director, as well as provide for the recruitment of personnel with specialized skills in business and financial management. The NPS believes this organizational arrangement would provide the best means of applying a professional business approach to these critical areas where the potential is enormous for obtaining needed funding from outside sources through partnership enterprises or the retention of receipts for directed purposes.

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This proposal would provide additional visibility and impetus for the new Partners for Parks Program that was expanded by Congress in FY 2000 through the approval of an operating increase of \$750,000. The program provides Servicewide coordination to ensure that parks initiate and maintain effective and meaningful partnerships with public, private, and nonprofit entities. Throughout its history, the NPS has enjoyed the support of individuals and organizations that share a commitment to the mission given the agency by the American public. Often, this private support has been serendipitous; the result of a park being sought out by someone wishing to help. The Partners for Parks Program allows the NPS to take a more active role in engaging the owners of these special places -- the American public -- in their preservation by *creating* partnership opportunities. While the program is expanding, the addition of a staff member trained in financial analysis of agreements with outside parties is thought to be critical.

Passage of the National Parks Omnibus Management Act of 1998 (Public Law 105-391) radically changed the manner in which concession operations are managed and monitored by the NPS. Franchise Fee receipts previously sent directly to the General Treasury Fund are now available immediately for NPS use for improvement in visitor services and for high-priority resource management programs, supplementing existing Concessions Improvement Accounts designated in concessionaire contractual arrangements. The proposed reorganization and creation of the Associate Director position would allow the NPS to manage more effectively the funds now available from Concessions Franchise Fees and Concessions Improvement Accounts (FY 2001 estimate is \$38 million, including \$16.0 million for Concession Franchise Fee retention) by consolidating this activity with similar type activities to ensure better consistency in business practices.

Similarly, changes in the same legislation allowed rental payments under a lease for buildings administered as part of the National Park System to be deposited in a special Park Buildings Lease and Maintenance Fund account. Again, the consolidation of this activity with other similar activities can not help but improve consistency in application and management.

Private sector candidates could include recent graduates of business schools and other professional programs, as part of an ongoing attempt to develop a professional diversity within the Service. This increase could be combined with a proposal from the National Parks and Conservation Association, which would raise private funds to pay off student loans for business school graduates or similar professionals that want to work for the Service.

- ***Establish Native American Program Administration and Oversight (+\$290,000; +1 FTE):*** The National Park Service is proposing an increase of \$290,000 in FY 2001 to base fund the existing American Indian Liaison Office which provides technical advice and policy recommendations Servicewide on matters involving the National Park Service and Indian tribes. The funding would provide oversight, coordination and administrative support for NPS efforts to increase the involvement of Indian tribes and individuals in park programs and operations. Results would include increases in the numbers of full and part time Native American employees, increases in the number of annual funding agreements under the Indian Self-Governance Act, increases in the number of cooperative arrangements for resource conservation, and an educated NPS workforce which understands the trust responsibility and the government to government relationship.

- ***Expand Challenge Cost-Share Program (CCSP) (+\$2,342,000):*** The National Park Service is proposing an increase of \$2.342 million to double the Challenge Cost-Share Program as part of the Administration's Partners for Parks initiative to leverage non-Federal resources for park and other mission purposes. This additional funding would be used for competitive matching grant projects that (1) are of national character or national scope, (2) maximize the partners' share of dollars, personnel, equipment, or services needed for the project(s), and (3) are developed in collaboration with other Federal agencies involved in resource protection work, and with State and local partners to which NPS currently provides financial or technical assistance. In cost-sharing with Federal agencies, the NPS would consider the partner agency's use of Federal appropriations as matching share. With additional funding, Regional Offices would consult with new and existing park friends and other organizations, as

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well as, cultural resource partners (approximately 1,200 Certified Local Governments have been registered and about 2,500 preservation programs and commissions are on National Alliance of Preservation Commissions lists) to generate new projects. Examples of potential CCSP projects include: (1) working with "Gateway Communities," those that surround parks, to develop appropriate development, signage, and open space plans, (2) supporting entities such as the Hispanic Radio Network, with its satellite Spanish language broadcast capability to transmit park information, (3) developing new training in historic and cultural stewardship in Historically Black Colleges and Universities, Hispanic-serving institutions, tribal colleges, and colleges with high enrollments of Native Americans and Native Hawaiians, (4) instituting apprenticeship and job training programs, (5) increasing the identification, evaluation, documentation, preservation, and interpretation of cultural resources associated with minority communities both inside the National Park System and in communities throughout the country, (6) evaluating seasonal traffic congestion at parks, (7) restoring historic and archeological sites, (8) maintaining trails and facilities, and (9) inventorying and monitoring resources